

NATIONAL INTELLIGENCE OFFICE

1. The National Intelligence Office is established as an independent office reporting to the Director of Central Intelligence. It will replace the Office and Board of National Estimates, SAVA, and possibly other selected units.
2. The National Intelligence Office will be made up as follows:
 - a. There will be some 14 or 15 National Intelligence Officers (NIOs). At least some of these individuals will be on non-permanent assignment; their tours of duty will be staggered, as the Director shall determine, so that each year there will be some turnover. Most of the NIOs will specialize in particular geographical areas or functional subjects of major importance. A few will be generalists, focusing their efforts on projects which cut across various geographic/functional spheres; on special projects laid on by the Director or outside requests accepted by him; on assisting other NIOs in carrying through the time-consuming tasks of

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production and coordination; and on supervising certain office-wide activities (e.g., consultants' meetings, liaison with foreign intelligence services). The NIOs will be the Director's personal representatives and will report directly to him on their specialized subjects and on all assigned projects. In dealings with USIB member agencies, they will work through normal command channels. They will be responsible for assuring the production of the coordinated products of the Intelligence Community -- NIEs, NIAMS, NSSM responses, DCI briefings (NSC, WASAG, Congress), etc. In the production of coordinated National Intelligence, the NIOs shall use the National Intelligence Office's own substantive/support staff, task the appropriate agencies and elements of the Community for inputs, arrange for panels of experts as may be required, and oversee the process of coordination. The NIOs will assist the Director in identifying customer needs for National Intelligence, uncertainties requiring additional intelligence collection or analysis, and national policy problems on which National Intelligence might offer assistance. They will maintain close contact with the NSC Staff and other principal intelligence consumers and will, as

appropriate, serve as the Director's representatives at NSSM and ad hoc policy support meetings. The NIOs will be charged with presenting for the Director's review, products that are fully objective and take account of alternative views and interpretations that may obtain in different parts of the Community.

b. Each NIO will be provided with necessary secretarial assistance, but only those concerned with the most active portfolios will have staff assistants of their own.

c. The substantive/support staff, serving the office as a whole, will assist the NIOs in developing substantive judgments, in levying requirements, and in drafting, editing, coordination, and producing National Intelligence. This staff, in addition to a substantive complement, will include elements providing central editorial standards and reproduction-and-printing arrangements. To the degree feasible, members of the new staff will be drawn from the present staff of the Office of National Estimates so as to ensure that existing expertise and drafting/estimating skills are not lost. Those members of the new staff who are in the professional grade

levels will be regionally or functionally specialized; each will work primarily under the direction of the NIO in that particular specialty, but will also be available to aid on other projects (e.g., those which cut across a number of geographic/functional spheres). In addition to career ONI staff professionals, the office may utilize professionals seconded on a rotating basis from other components of CIA and other parts of the Intelligence Community.

d. One National Intelligence Officer will be named Director of the National Intelligence Office to exercise administrative authority within the National Intelligence Office and provide direction to the substantive/support staff. He will also chair meetings of National Intelligence Officers for discussion of production planning, work schedules, quality control, and consumer feedback. He will promote cooperative working patterns among the NIOs, encouraging joint projects, constructive criticism of the drafts of others, and cross-fertilization of ideas. A second NIO will be named to act as Director, NIO, in the D/NIO's absence.

3. National Intelligence Officers (tentative):

USSR and Satellites

Europe and NATO

China, Japan, Korea, and Taiwan

Southeast Asia

Middle East and South Asia

Latin America and Black Africa

International Trade and Finance

World Energy (especially oil)

Strategic Weapons and SALT

General Purpose Forces and MBFR

Four or five Generalists, one of whom will serve as D/NIO

(The Generalists will perform the kinds of services indicated in paragraph 2.a. They will, among other things, organize the production of National Intelligence on such topics as East-West and Sino-Soviet relations, subversion and terrorism, radicalism and nationalism, and drug traffic and international crime.)

4. Certain of the tentative positions indicated in paragraph 3 will be identified as open to nomination of candidates by the USIB Members, either from their own agencies or from elsewhere. The remainder will be filled, at least in the first instance, by CIA people. The selections will be made by the Director of Central Intelligence according to his concept of the attributes required and according to individual qualifications. Any individuals selected from outside CIA will serve on reimbursable detail.

5. A Memorandum for USIB will be prepared at a later date, describing the new Office of National Intelligence, explaining its purposes and functions, and calling upon the heads of the various agencies to make nominations to the identified NIO positions.

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Remarks:

Attached is a more fully developed outline of a National Intelligence Office. It is built on Mr. Colby's key concepts -- and designed, as well, to cope with what is sure to be a heavy and challenging work load.

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